

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 7(J)(1)(C)  
1-20-04

RESOLUTION NO. R-64-04

RESOLUTION APPROVING AN AMENDMENT  
TO THE PEOPLE'S TRANSPORTATION PLAN  
(PTP) BUS SERVICE PLAN, ORDINANCE NO.  
02-116, TO REFLECT THE IMPLEMENTATION  
OF THE DECEMBER 7, 2003 BUS SERVICE  
IMPROVEMENT LINEUP

WHEREAS, this Board wishes to accomplish the purposes outlined in the  
accompanying memorandum, a copy of which is incorporated herein by reference; and

WHEREAS, on November 5, 2002, the voters of Miami-Dade County approved a one-  
half percent surtax to fund the implementation of the PTP, a major component of which  
includes the increase of bus service from 27 million miles to 44 million miles; and

WHEREAS, these service improvements were developed utilizing service planning  
models and public input, which may be modified from time to time; and

WHEREAS, the bus service improvements proposed for implementation on December  
7, 2003 by Miami-Dade Transit (MDT) included PTP and non-PTP bus service  
improvements; and

WHEREAS, in an effort to improve service and increase efficiencies, the CITT has  
recommended that the Board of County Commissioner's approve an amendment to the PTP  
Bus Service Plan to reflect the improvements included in the December 7, 2003 line-up,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board retroactively approves the amendment to the People's Transportation Plan Bus Service Plan under Ordinance No. 02-116 to reflect the December 7<sup>th</sup> lineup.

The foregoing resolution was offered by Commissioner **Dennis C. Moss**, who moved its adoption. The motion was seconded by Commissioner **Dorrian D. Rolle** and upon being put to a vote, the vote was as follows:


Dr. Barbara Carey-Shuler, Chairperson	<b>absent</b>
Katy Sorenson, Vice-Chairperson	<b>aye</b>
Bruno A. Barreiro	<b>aye</b>
Betty T. Ferguson	<b>absent</b>
Joe A. Martinez	<b>aye</b>
Dennis C. Moss	<b>aye</b>
Natacha Seijas	<b>aye</b>
Sen. Javier D. Souto	<b>aye</b>
Jose "Pepe" Diaz	<b>absent</b>
Sally A. Heyman	<b>aye</b>
Jimmy L. Morales	<b>aye</b>
Dorrian D. Rolle	<b>aye</b>
Rebeca Sosa	<b>aye</b>

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of January, 2004. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF COUNTY  
COMMISSIONERS

HARVEY RUVIN, CLERK

Approved by County Attorney as  
to form and legal sufficiency. 

By: **KAY SULLIVAN**  
Deputy Clerk

R.A. Cuevas, Jr.

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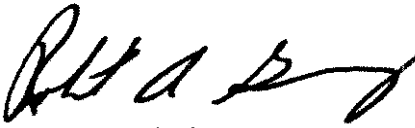


# MEMORANDUM

(Revised)

TO: Hon. Chairperson Barbara Carey-Shuler, Ed.D.  
and Members, Board of County Commissioners

DATE: January 20, 2004

FROM:   
Robert A. Ginsburg  
County Attorney

SUBJECT: Agenda Item No. 7(J)(1)(C)

**Please note any items checked.**

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Manager's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ Housekeeping item (no policy decision required)
- ☐ No committee review

Honorable Chairperson Barbara Carey-Shuler, Ed.D.  
and Members Board of County Commissioners  
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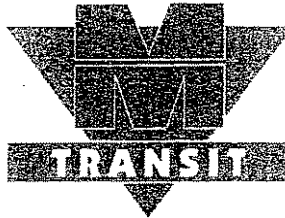
appropriate CITT committees for their review and consideration as required under Ordinance No. 02-117. On November 10, 2003, the bus service improvement plan scheduled for implementation on December 7, 2003, was presented to and approved by the CITT Project Review Committee. The item was forwarded without a recommendation by the CITT Budget and Finance Committee on November 25, 2003. At CITT staff's request, MDT provided additional information, including information on the potential impacts that would result from a delay in the implementation of the December 7<sup>th</sup> line-up (see Attachment B). In response to these concerns, the improvements were considered by the full CITT at their meeting on December 3, 2003. The CITT recommended that the PTP Bus Service Plan be amended to include those improvements not previously part of the PTP. The bus service improvements delineated in Attachment A were implemented on December 7, 2003. In accordance with Ordinance No. 02-117, the CITT is forwarding for the Board's consideration the proposed amendment to the PTP.

**FISCAL IMPACT:**

The cost of the proposed amendment to the PTP is estimated at \$1.145 million in surtax funds during this fiscal year. This cost is reflected in the MDT budget approved by the Board in September 2003, and is consistent with the pro forma developed for the implementation of the PTP.

Attachments

  
\_\_\_\_\_  
Surface Transportation Manager



## MEMORANDUM

TO: Chairperson and Members  
Citizens Independent Transportation Trust  
(CITT)

DATE: December 1, 2003

FROM:   
Roosevelt Bradley, Director  
Miami-Dade Transit

SUBJECT: Bus Service Improvements

**RECOMMENDATION**

It is recommended that the Citizens Independent Transportation Trust (CITT) approve bus service improvements scheduled to be implemented on December 7, 2003.

**BACKGROUND:**

A major component of the People's Transportation Plan (PTP) is the increase of bus service from 27 million annual miles to 44 million annual miles. The PTP ordinance approved by the Board of County Commissioners (BCC) on July 9, 2002, provided that the bus service improvements portion of the PTP be implemented within five years (2003-2008). After the Board's approval, the County received public input requesting that the time frame for implementation be accelerated. As a result, the five year implementation schedule for bus service improvements was administratively shortened from five years to three years. It was this three-year Plan that was distributed at several hundred public and community meetings, including two major transportation summits.

Within four days of the voters' approval of the PTP, implementation of the three-year Plan commenced. Although this accelerated three-year Plan was distributed at numerous public meetings and at the BCC meeting on July 9, 2002, the three-year Plan was never incorporated into the PTP ordinance "Exhibit 1". At the CITT's regular meeting of June 23, 2003, the Trust unanimously approved the three-year Plan to be incorporated into the PTP. Subsequently, the BCC approved the Trust's recommendation at their September 9, 2003 meeting.

As implementation of the three-year Plan continued, the County's budget professionals realized in late July 2003 that the rapid implementation of service was having a negative impact on budget levels. Additionally, from an operations perspective, the rapid addition of service without a "lineup" does not allow a coordinated system-wide effort to schedule service as efficiently as possible. In the past, service improvements have always been added as part of a lineup, which occurs when the entire system is rescheduled in a cost effective manner. Adding mid-day service stacked upon existing peak-period service is an example of inefficient scheduling.

In light of the foregoing, the County determined that it was necessary to revert to the original five-year bus service implementation Plan as approved in the ordinance and to only implement new service as part of lineups.

To overcome the problems that staff identified in July 2003, the August 2003 lineup was postponed to the next regularly scheduled lineup, which will take place December 7th. The December 7th lineup includes all of the PTP improvements originally scheduled for August, September, October and November 2003; schedule adjustments to assure schedule reliability; and other modifications to routes in the PTP.

Transit service planning is a dynamic, continually changing process. To operate a viable and efficient bus system, Transit must be able to respond swiftly to constant requests from the public and changes in the environment, traffic congestion, land-use development and unanticipated occurrences. Without this flexibility, Transit will not be able to provide the reliable, on-time service that the public expects and demands. As a result, patrons could become apathetic, ridership could fall and fare box recovery would be adversely affected.

Additionally, it is important to note, that the BCC approved Transit's budget on September 17, 2003, which provided for the funding of all of the bus service improvements included in the December 7th lineup. For FY 2004, the additional annualized revenue miles equate to approximately 2.1 million miles which includes the December 7th lineup. By the end of the fifth year, there will be approximately 44 million miles of bus service as mandated in the PTP. The information below shows how many miles of service will be added during each of the next three fiscal years.

PTP Bus Service Improvements

FY 2005 -- 3.3 million annualized revenue miles

FY 2006 -- 3.6 million annualized revenue miles

FY 2007 -- 3.5 million annualized revenue miles

It is equally important to note, that at the last Budget hearing on September 17th, the service planning function, which is responsible for detailed service improvements, became the responsibility of MDT when OPTM and MDT were merged. The Manager appointed me Director of the consolidated department on September 2, 2003. Shortly after my appointment, we were advised that bus service improvements, such as those in the December 7th lineup, requires the approval of the CITT and its appropriate committees. As a result, we submitted this information to the CITT's Project Review Committee (PRC) as indicated in my memorandum dated October 22, 2003. The PRC approved this item at their meeting of November 10, 2003 with a favorable recommendation to the full Trust. On November 25, 2003, this matter was presented to the CITT's Budget and Finance Committee. No action was taken on this item due to lack of a quorum. However, they agreed to forward the item to the full CITT.

We understand the need to have a comprehensive analysis of current service and routes to adequately deploy new service and provide for a completely integrated, networked and efficient transit system. For this reason, we have engaged the Center for Urban Transportation Research (CUTR) and Behavioral Science Research (BSR) to collect information on ridership and route performance, to analyze that information and develop specific recommendations to improve the transit system. This study will be the initial part of a continuing effort that will make recommendations to help support transit operations and ensure that public funds are expended in the most cost effective manner. We are expecting to get initial recommendations in March 2004 that can be incorporated into the Summer 2004 lineup. The final recommendations are expected in Summer 2004 that can be incorporated in the November/December 2004 lineup. Transit's professional staff will add these recommendations to the mandated PTP improvements and other service improvements which have been developed as a result of public requests and operational needs. All of these improvements combined will result in a transit system characterized by quality, efficiency and on-time performance.

cc: Carlos F. Bonzon, Ph.D., P.E., Surface Transportation Manager  
Hilda Fernandez, Executive Director, CITT

### IMPACT OF POSTPONING OR CANCELING THE DECEMBER 7 LINEUP

Postponing or canceling of the December 7, 2003 lineup would have significant impacts on system efficiency, riders and transit employees.

- Planned efficiencies would be delayed.
- Lack of approval of even one or two service changes would result in canceling the December 7<sup>th</sup> lineup.
- Bus riders would not receive improved service until the next lineup.
- Bus operators and mechanics would have their lives interrupted at best, and would be subject to layoffs at worst.

Details of the impacts follow:

#### Efficiencies

- The December 7 lineup supercedes the last lineup that went into effect in March 2003. Service improvements implemented since March were superimposed in the schedule resulting in inefficient schedules. The December 7<sup>th</sup> lineup integrates the service improvements into efficient schedules. The inefficient schedules would continue through the postponement.
- Improved schedules meant to resolve late buses and overcrowding problems would be delayed.
- Service inefficiency includes problems with unbalanced extra boards (standby bus operators who pick work times). Staffing of the boards needs to be updated based on changing expectations of the need for board operators. Improperly staffed extra boards would result in excessive stand-by and make-up time that the December 7<sup>th</sup> lineup corrects. The inefficient extra board schedules would continue until the next lineup.

### Rider impacts

- Much of the new work added since March 2003 is not provided with regular operators. Because regular operators know their route and passengers best, they can provide quality service at all times.
- Marketing materials announcing the December 7<sup>th</sup> lineup changes have been produced and would have to be discarded if the lineup is delayed or postponed.
- The prospect of delaying the lineup prevents MDT from distributing information to our passengers until the last moment that may result in many riders not being informed of the changes.
- Bus stop signs are already being modified so that they are all in place by December 7<sup>th</sup>.
- A significant number of transit passengers are already aware of service improvements that are scheduled to start December 7<sup>th</sup>.
- Commitments have been made to elected officials that certain of the service improvements would be in place in December 2003.

### Operator/mechanic impacts

- Bus Operators have been hired for the additional service and will complete training in time for the December 7<sup>th</sup> lineup. The service improvements require 20 additional operators who would have no work if the lineup were delayed. Layoffs may be required just before Christmas.



Canceling the lineup

- Bus operators pick their work in seniority order. The elimination of even one piece of work, especially one picked by a high seniority operator, would require a massive amount of repicking by many operators such that it would be better to repick the entire lineup.
- A repick of the current, inefficient lineup, would take upwards of 12 weeks.
- A repick of the current line-up is not acceptable because there are too many inefficient runs and it would be more effective to build a new lineup.
- Development and implementation of a new lineup, with or without a different mix of service improvements, would take upwards of 16 weeks.
- Picking another lineup would be costly. Operators are required, by the Collective Bargaining Agreement, to be paid for two hours. Other personnel costs for lineup picking include Bus Operations and Scheduling staff.
- Revising the December 7<sup>th</sup> lineup or scheduling a replacement would leave Scheduling staff less time to work on the remaining lineups in 2004, potentially affecting the quality of the scheduling.
- The Comprehensive Bus Operational Analysis is based on the December the lineup schedules. Delaying or postponing the lineup more than four weeks, or canceling the lineup, will delay this project from one to four months.

- Collective Bargaining Agreement (CBA) requires a lineup in July (which was cancelled) and November (postponed to December 7<sup>th</sup>). Delaying the lineup could become a labor-management issue because Bus Operators expect to change their work three times a year, as provided in the CBA and arrange their lives accordingly, for example when scheduling vacations.
- The pick for the December 7<sup>th</sup> lineup included picking pieces of work at specific garage along with associated vacation schedules. By having vacation schedules not matching operating schedules, there would be an imbalance in staffing available to work runs and substitute staff would have be paid premium wages.
- Bus operators have arranged their personal life based on the route/run they selected beginning December 7<sup>th</sup>. Postponing or canceling the lineup could affect child-care arrangements, school, and other personal issues of the bus operators.
- Thirty operators are to be promoted from part-time to full-time starting December 7<sup>th</sup>. Those operators probably have made personal, financial, child-care, and other arrangements based on these expected promotions.

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• Moved from August 2003 Line-up

### Accelerated implementation

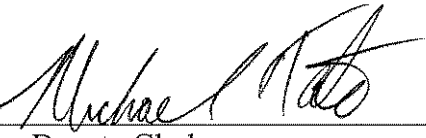
\*\*\* Position of Improvement in PTP

STATE OF FLORIDA                     )  
MIAMI-DADE COUNTY                 ) SS:

I, HARVEY RUVIN, Clerk of the Circuit and County Courts in and for Miami-Dade County, Florida, and Ex-Officio Clerk of the Board of County Commissioners of said County, DO HEREBY CERTIFY that the above foregoing is a true and correct copy of Ordinance R-64-04 at its meeting held on January 30, 2004 as appears of record.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 30th day of January, AD 2004.

HARVEY RUVIN, Clerk  
Board of County Commissioners  
Miami-Dade County, Florida

By   
Deputy Clerk

SEAL

